
Appendix 8

Key Performance Measures

The Strategic Plan identifies some of the performance measures VA will use to gauge progress toward achievement of our strategic goals and objectives. This is not an exhaustive list of the Department's measures. Instead, they are illustrative examples of the ways in which we will monitor our progress.

VA leaders have identified a subset of the Department's performance measures as "key measures." These are the indicators we consider critical to success and will be used to measure progress on our most significant performance goals. Not only are these measures included in the Strategic Plan, but they are highlighted in VA's Annual Performance Plans and Annual Performance Reports.

VA's key performance measures are:

- Percent of veterans rating VA health care service as very good or excellent – inpatient
- Percent of veterans rating VA health care service as very good or excellent – outpatient
- Percent of patients seen within 20 minutes of scheduled appointment at VA health care facilities
- Percent of patients who are able to obtain a non-urgent appointment with a specialist within 30 days of referral
- Percent of patients who are able to obtain a primary care appointment within 30 days
- Clinical practice guidelines
- Prevention index II
- Reduction of Veterans Health Service Standard (VHSS) problems reported per patient for the "patient education," "visit coordination," and "pharmacy" categories
- Root cause analyses are in correct format and completed within 45 days
- Proportion of discharges from SCI center bed sections to non-institutional settings
- Percent of physician medical residents and other trainees who rate their VA health care educational experience as comparable or superior to other clinical educational training
- Institutional Review Board compliance with NCQA accreditation and maintenance, as appropriate, of AALC or NRC accreditation or certification
- National accuracy rate (core rating work)
- Overall satisfaction – C&P
- Rating-related actions - average days to process
- Appellate actions-appeals resolution time
- C&P telephone activities - abandoned call rate
- C&P telephone activities - blocked call rate
- Montgomery GI Bill usage rate
- Customer satisfaction-high ratings – Education
- Payment accuracy rate
- Rehabilitation rate
- Foreclosure avoidance through servicing (FATS) ratio
- High customer ratings – Insurance
- Percentage of blocked calls – Insurance
- Percentage of insurance disbursements paid accurately
- Average days to process insurance disbursements
- Percent of veteran population served by a burial option within a reasonable distance (75 miles) of their residence
- Percent of respondents who rate the quality of service provided by the national cemeteries as excellent
- Percent of respondents who rate national cemetery appearance as excellent

Appendix 9

Glossary of Frequently Used VA Strategic Planning Terms

External Factors: Situations beyond agency control such as changes in economic, social, environmental, governmental, technological or other conditions that may impact achievement of strategic goals and objectives.

Mission: A clear, concise statement that defines what the agency does and presents the main purpose for its major functions and operations.

Objective: An objective(s) is paired with a goal(s) and is used to help assess whether a goal was or is being achieved. An objective describes a more specific level of achievement than a goal. It is measurable, succinctly stated, and outcome-oriented.

Outcome: A description of the intended result, effect, or consequence that will occur from carrying out a program or activity.

Performance Measure: A method used to assess performance. It may include outputs, indicators, intermediate outcomes, or outcomes.

Performance Target: A level of performance intended to be achieved within a specified timeframe. Targets are created as part of the planning process to set distinct goals and to act as a catalyst for agency improvement.

Program Evaluation: An assessment, through objective measurement and systematic analysis, of the manner and extent to which programs are achieving intended outcomes.

Scenario-Based Planning: A tool used to broaden the strategic outlook of an agency by challenging its staff and stakeholders to identify important societal movements or trends, anticipate their implications for organizational performance, and envision (through scenarios) potential organizational change. The process is not intended to predict the future, but to sketch out a range of possible futures and consider how they might effect the fulfillment of the agency mission.

Service Delivery Measure: A description of the level of activity, effort, or work that will be produced or provided over a period, by a specified time. This measure is associated with the delivery of a particular service or outcome.

Stakeholder: Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an increased interest in or expectation of the organization.

Strategic Goal: Defines how an agency will carry out its mission over a period of time. The goal is expressed in a manner that allows a future assessment to be made of whether the goal was or is being achieved. The goal may be of a programmatic, policy, or management nature. Goals should be outcome-oriented.

Strategies and Processes: Describes how the strategic goals and objectives will be achieved, e.g., human, capital, information or other resources, and the operational processes, skills, or technology that will be used.

Values: A statement of agency principles.

Vision: A statement of a desired state-of-being of the organization at a specific timeframe in the future, looking back toward the present.